

April 5, 2019



Thornton Creek Staff

The purpose of this letter is to inform you that the Seattle School District ("District") has completed its investigation into multiple complaints/allegations filed concerning staff and the climate at Thornton Creek.

In short it was alleged that a number of Thornton Creek ("TC") staff harassed, intimidated, bullied, and retaliated against two parent volunteers by causing their removal from TC Site Council after former Assistant Principal Kristin Bailey was not selected to be the next TC Principal.

District Human Resources Investigator Brett Rogers ("Rogers") was assigned to investigate the allegations. Rogers conducted his investigation under the District's Prohibition of Harassment, Intimidation and Bullying (HIB) in the Workplace, Policy No. 5207 and 5207SP and the District's Retaliation Policy, Anti-Retaliation Board Policy 5245 and 5245SP.

According to the District's HIB policy, HIB in the workplace refers to repeated and/or unreasonable actions of an individual (*or group*) directed towards an employee or volunteer (*or a group of employees or volunteers*) that is intended to intimidate, bully, degrade, or humiliate. Upon review of the breakdown of the relationship in this matter we have found that the actions of key staff, have violated this policy.

Once Jonathan Gasbar was announced as the principal of Thornton Creek, some staff and some parent leaders began expressing their disappointment with the Superintendent's decision. The prevailing belief among these individuals was that former Assistant Principal Kristin Bailey should have been selected. This was implicitly and explicitly communicated throughout the TC community, and members on the interview team had strong opinions about this as well. Immediately after the announcement of Mr. Gasbar's appointment, TC staff leaders and TC parent leadership began advocating for this decision to be reconsidered. What transpired in the months following became the focal point of our investigation.

The disappointment over the selection for the TC principal became the catalyst for a series of email campaigns advocating for the removal of the site council co-chairs. Meetings occurred where some expressed their dissatisfaction with District staff and the current Site Council leadership. These campaigns and meetings quickly became divisive, and on some accounts, open hostility was expressed towards District staff and parents who supported the District's decision.

There is no dispute that a group of teacher leaders and parent leaders conspired to select new Site Council leadership, due to the perceived alliance between the former co-chairs and District leadership. A review of the communications shows that staff were complicit with the effort to select new site council leadership. Staff in short, coordinated to set up a special election, to push the adherence to bylaws (which were previously disregarded) in order to select new site council leadership. Key staff's persistence and collective efforts were repeated and unreasonable. These collective efforts were bullying in nature and did have the impact of degrading and humiliating volunteers who were also parents in your community. At times the volunteers called out the behaviors as undesirable and bullying in nature, but the behaviors continued. While there is no evidence to substantiate that these behaviors were motivated by race, it is reasonable to expect

educators in Seattle Public Schools to adhere to our School Board Policy 0030, Ensuring Educational and Racial Equity, which requires District staff to work together with all parents to create a welcoming school environment. We expect each school to create a welcoming culture and inclusive environment where all families are valued, respected and treated with kindness. We also expect all educators to partner with families – even when there are disagreements or ideological differences.

Staff's collective and coordinated actions were in violation of the District's HIB policy by substantially interfering with the volunteers' work environment and disrupting the orderly operation of the work place. Staff's conduct is unbecoming of professionals representing the Seattle School District as staff are to model appropriate behaviors.

The District has concerns about the morale of staff at the school, as well as the families, which negatively impacts the effectiveness of the total educational program at Thornton Creek. To date some staff, parents and community members continue to express feelings of intimidation and are in fear of retaliation against their child if they do not openly support the efforts mentioned above. With this letter staff are on notice that any further inappropriate and unprofessional actions will not be tolerated and will be subject to progressive discipline.

In an attempt to bring your divided community back together, the District is requiring the following for all staff:

- SPS/SEA Joint Interview Training
- Professional development on Policy 0030 and how to implement the Racial Equity Analysis Tool
- Safe Schools modules titled,
 - Workplace Bullying (HR Section)
 - Cultural Competence and Racial Bias (Social & Behavioral Section)

Additionally, it is recommended that the TC staff enter into a reconciliation process with families. We will work with your principal to determine how this training and potential reconciliation process will be implemented.


Respectfully,



Clover Codd
Chief Human Resource Officer

Enclosure: Policy 5207, 5245, 0030

cc: Michael Starosky, Executive Director of Schools P-12
Diane DeBacker, Chief Academic Officer
Katie Bishop, SEA Uniserve Representative

	<p>PROHIBITION OF HARASSMENT, INTIMIDATION AND BULLYING</p>	<p>Policy No. 5207 November 1, 2017 Page 1 of 2</p>
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I. HARASSMENT, INTIMIDATION AND BULLYING DEFINED

The District is committed to a safe, civil, and equitable work environment for all employees and volunteers. The District desires a work environment that is free from harassment, intimidation, and bullying (“HIB”).

HIB in the workplace refers to repeated and/or unreasonable actions of an individual (or group) directed towards an employee or volunteer (or a group of employees or volunteers) that is intended to intimidate, bully, degrade, or humiliate. This includes written messages or images (including those that are electronically transmitted), verbal comments, or physical acts. To be considered as HIB, the messages, images, comments, or acts must:

- Physically harm an employee or volunteer or damage the employee’s or volunteer’s property; or
- Have the effect of substantially interfering with an employee’s or volunteer’s work environment; or
- Be so severe, persistent, or pervasive that it creates an intimidating or threatening work environment; or
- Have the effect of substantially disrupting the orderly operation of the work place.

Nothing in this section requires that the comments or actions be based on a protected characteristic under the District’s Nondiscrimination & Affirmative Action Policy.

HIB messages, images, comments, or acts motivated by race; creed; color; religion; ancestry; national origin; age; economic status; gender; sexual orientation including gender expression or identity; pregnancy status; marital status; physical appearance; the presence of any sensory, mental, or physical disability; honorably discharged veteran or military status; the use of a trained dog guide or service animal by a person with a disability; or other distinguishing characteristics are investigated under the District’s Non-discrimination policy (Policy No. 5010).

II. EXAMPLES – BEHAVIORS/EXPRESSIONS

HIB can take many forms including, but not limited to, slurs; rumors; jokes; innuendoes; demeaning comments; drawings; cartoons; pranks; gestures; physical attacks; threats; or other written, oral, physical, or electronically transmitted messages or images.

This policy is not intended to prohibit expression of religious, philosophical, or political views, provided that the expression does not substantially disrupt the work environment. Many behaviors that do not rise to the level of HIB may still be prohibited by other District policies or workplace rules.

III. COMPLIANCE OFFICER

The Superintendent shall appoint a compliance officer as the primary District contact to receive copies of all formal and informal complaints and ensure policy implementation. The name and contact information for the compliance officer will be communicated throughout the District.

The Superintendent is authorized to develop procedures for this policy, as necessary.

Adopted: November 2017

Revised:

Cross Reference: Policy Nos. D51.00; 3200; 3208; 3210; 3240; 3241

Related Superintendent Procedure: 3207SP.A; 3208SP

Previous Policies: 3207

Legal References: RCW 28A.300.285 Harassment, intimidation and bullying prevention policies and procedures – Model policy and procedure – Training materials – Posting on web site – Rules – Advisory committee

Management Resources: *Policy News*, December 2010; April 2008; April 2002

Superintendent Procedure 5207SP Prohibition of Harassment, Intimidation & Bullying

Approved by: s/Larry Nyland Date: 11/1/17

Dr. Larry Nyland, Superintendent



I. INTRODUCTION

The District is committed to creating a safe, civil, and supportive work environment. Creating this environment is a part of our responsibility to provide an appropriate working environment for our employees and volunteers. Harassment, intimidation, or bullying ("HIB") is conduct that disrupts an employee's or volunteer's ability to work and the District's ability to create a safe working environment. This conduct has no place in the District. We commend our teachers, staff, administrators, and other adults throughout the District who demonstrate appropriate behavior and treat others with civility and respect. This procedure applies to all instances where an employee or volunteer is harassed, intimidated, or bullied on District property or at District-sponsored events, including incidents that occur adult-to-adult or student-to-adult.

II. INVESTIGATIONS

All complaints of HIB will be taken seriously and will be investigated. This section outlines the investigations that may take place.

Designated Compliance Officer

For all formal and informal complaints brought under this procedure, the Superintendent has designated the following office to receive, process, and assign complaints:

Human Resources ("HR")
(206) 252-0282

If the designated investigator from HR is the person who is allegedly harassing, intimidating, or bullying the complainant, the investigator shall be that alleged harasser's immediate supervisor or an impartial internal or external investigator.

III. COMPLAINTS

There are two types of HIB complaints that an employee or volunteer can file with the District. The first type of complaint alleges HIB toward an employee or volunteer based on a protected class listed in School Board Policy 5010. A complaint that alleges HIB based on a protected class shall be investigated and responded to as described in

Superintendent Procedure 5010SP. The second type of complaint includes all other allegations of HIB toward an employee or volunteer. This procedure applies to the second type of complaints.

Complaints of HIB under this procedure may be in the form of an informal complaint, where a person submits an oral complaint or an unsigned written complaint, or a formal complaint, which shall be in writing and signed. If a complaint is emailed, the District has the right to request that the complainant come in and sign the complaint. If the complainant does not provide a written signature to the complaint after notification, the District may treat the complaint as an informal complaint.

All complaints must be filed within one (1) year after the act, condition, or circumstance that is the subject matter of the complaint.

Complainants shall be informed that due process requirements may require that the District release all of the information regarding the complaint to the accused, thus the identity of the complainant may not remain confidential. The District will, however, fully implement the nonretaliation provisions contained within District policy to protect both complainants and witnesses.

The complainant and the District may agree to resolve the complaint in lieu of an investigation. The District strongly supports Alternative Dispute Resolution ("ADR") processes. The District will establish a fair and neutral process for ADR resolutions to take place, with the goal being a prompt resolution via an impartial facilitator.

A. Informal Complaint Process

Informal complaints may be made orally or in writing and may also be made anonymously. A complainant should understand that an anonymous complaint might not be resolved to the complainant's satisfaction, due to the limitations placed on the investigation by the anonymity.

Employees are responsible for receiving informal complaints of HIB and forwarding them to the alleged harasser's director, building administrator, and/or program/department manager or supervisor, unless that individual is the subject of the complaint, in which case the complaint shall be turned over to HR.

A director, building administrator, and/or program/department manager or supervisor (as appropriate to the alleged harasser's position) may investigate an informal complaint, or it may be handled by HR, which is required if the immediate supervisor is the subject of the complaint. The investigation shall include, at a minimum, discussions with adults who have knowledge of the alleged incident, a review of any previous complaints involving either the complainant or the alleged harasser, and an opportunity for both the complainant and alleged harasser to comment on the allegations. The investigator may determine that other steps must be taken before the investigation is complete. All attempts shall be made to keep the identity of the complainant and the alleged harasser confidential, although confidentiality

cannot be guaranteed. No appeal may be made from the findings or conclusions of an informal complaint.

Informal remedies include an opportunity for the investigator to explain to the alleged harasser that his or her conduct is unwelcome, offensive, or inappropriate, either in writing or face-to-face; a statement from HR to the alleged harasser that the alleged conduct is not appropriate and could lead to discipline; a review of this Policy and Procedure with building/department staff without identifying the complainant; and/or disciplinary or remedial action.

B. Formal Complaint Process

Anyone may initiate a formal complaint of HIB, even if the informal complaint process is being utilized. A formal complaint must be submitted to HR. HR may investigate the allegation or assign the investigation to a director, building administrator, program/department manager or supervisor (as appropriate to the alleged harasser's and complainant's positions), or to an outside investigator.

1. All formal complaints shall be in writing; shall be signed by the complainant; and shall set forth the specific acts, conditions, or circumstances alleged to have occurred that constitute HIB. HR may draft the complaint, based on the report of the complainant, for the complainant to review and sign.
2. When the investigation is completed, HR shall prepare a written report containing the results of the investigation. HR shall attempt to complete the investigation of all HIB complaints filed under this procedure within sixty (60) days. After the investigation is completed, HR shall respond in writing to the complainant stating:
 - a. The District denies the allegations; or
 - b. Confirms the allegations and lists the corrective measures that the District intends to take.
3. Corrective measures deemed necessary by HR, in consultation with other appropriate District staff, will be instituted as quickly as possible, but no later than thirty (30) days after the written response is issued, unless the accused is appealing the imposition of discipline and the District is prevented by due process considerations or a lawful order from imposing the discipline until the appeal process is concluded.

C. Bargaining Agreements

Nothing in this complaint procedure prohibits the processing of grievances by an employee bargaining representative and/or a member of a bargaining unit pursuant to grievance procedures established at the District level by an applicable collective bargaining agreement ("CBA").

IV. DISCIPLINE/REMEDIAL ACTION

The District will take prompt, equitable, and remedial action within its authority on formal and informal complaints alleging HIB that come to the attention of the District. Engaging in HIB will result in appropriate discipline or other sanctions against offending employees. Others who engage in HIB on District property or at District activities may have access to District property and District activities restricted, as appropriate. Persons found to have been subjected to HIB will have appropriate District services made reasonably available to them and adverse consequences of the harassment shall be reviewed and remedied as appropriate.

V. APPEAL

If a formal complaint was filed and the complainant disagrees with the conclusions made by HR, the complainant may appeal to the Deputy Superintendent by filing a written notice of appeal with the Deputy Superintendent on or before the tenth (10th) day following the date upon which the complainant received HR's response. The Deputy Superintendent may hear the appeal or delegate the appeal to his or her designee. The Deputy Superintendent may not delegate appeals involving allegations of HIB by an Associate or Assistant Superintendent, an Executive Director, Chief, or Director, or a Building Principal or Assistant Principal. District employees and the complainant shall have the opportunity to submit written materials to the Deputy Superintendent or his or her designee. The appeal is reviewed based on these written materials.

The Deputy Superintendent or his or her designee will make a decision on the appeal within thirty (30) days of receiving the written notice of appeal.

If the complainant remains aggrieved by the Deputy Superintendent's or designee's decision, an appeal may be taken to King County Superior Court under the timelines and requirements contained in RCW 28A.645.

VI. TRAINING AND PREVENTION/INTERVENTION

All District orientation sessions for employees and volunteers shall introduce the elements of Policy 5207 and this Procedure. The District will provide employees and volunteers with information on recognizing and preventing HIB and shall provide a copy of the policy and this procedure to staff in its orientation materials.

VII. RETALIATION

No employee or volunteer may engage in reprisal or retaliation against a victim, witness, or other person who brings forward information about an act of retaliation. Reprisal or retaliation is prohibited and will result in appropriate discipline.

It is a violation of District policy and procedure to knowingly report false allegations of retaliation. Persons found to knowingly report or corroborate false allegations will be subject to appropriate discipline.

VIII. OTHER LAWS

Nothing in this procedure precludes any complainant from exercising their rights under the procedures outlined in Federal or State laws.

IX. OTHER DISTRICT POLICIES AND PROCEDURES

Nothing in this procedure is intended to prohibit discipline or remedial action for inappropriate behaviors that do not rise to the level of HIB as defined herein, but which are or may be prohibited by other District rules.


X. DISCLAIMER OF LIABILITY

Pursuant to established School Board Policy, nothing in this policy or procedure shall be construed to provide a private right of action in the courts.

Approved: November 2017

Revised:

Cross Reference: Policy Nos. 3207; 3208; D51.00; 3200; 3210; 3240; 3207SP.A; 3208SP; RCW 28A.600.480

	<p>ANTI-RETALIATION</p>	<p>Policy No. 5245</p> <p>November 1, 2017</p> <p>Page 1 of 1</p>
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I. ANTI-RETALIATION

It is the policy of the Seattle School Board that employees be protected from retaliation for reporting, in good faith, violations or suspected violations of District policies or procedures or for engaging in protected activities. Protected activities shall be defined in a Superintendent Procedure, but will include, at a minimum, the filing of a complaint; referring a matter for investigation; participating in an investigation; participating in a hearing or trial; requesting union representation; filing a grievance; or advocating for legal rights on behalf of a student, family, or other employee.

Retaliation for reporting violations of federal, state, or local laws is governed by Board Policy No. 5250 (Reporting Improper Governmental Action and Protecting Whistleblowers Against Retaliation). Retaliation for reporting unlawful discrimination or sex harassment is governed by Board Policy No. 5010 (Non-Discrimination and Affirmative Action).

II. COMPLIANCE OFFICER

The Superintendent shall appoint a compliance officer as the primary District contact to receive copies of all formal and informal complaints and ensure policy implementation. The name and contact information for the compliance officer will be communicated throughout the District.

Adopted: November 2017

Revised:

Cross Reference:

Related Superintendent Procedure: 5245SP

Previous Policies: C11.00, D51.00

Legal References: Section 504 of the Rehabilitation Act of 1973; Title VI of the Civil Rights Act of 1964; Title II of the American Disabilities Act of 1990

Management Resources:

Superintendent Procedure 5245SP

Anti-Retaliation

Approved by: s/Larry Nyland Date: 11/1/17

Dr. Larry Nyland, Superintendent



I. INTRODUCTION

The District prohibits retaliation against employees who have: (i) reported violations or suspected violations of District policies or procedures or (ii) engaged in protected activities. The District will take prompt, equitable, and remedial action within its authority on known reports, complaints, and grievances alleging retaliation.

II. DEFINITIONS

As used in Board Policy No. 5245 and this procedure, the following terms shall have the meanings indicated.

1. "Retaliation" means any "retaliatory action" taken because an employee has, in good-faith (a) reported violations or suspected violations of District policies or procedures or (b) has engaged in protected activities.
2. "Retaliatory action" means: (a) a significant adverse change in an employee's employment status or the terms and conditions of employment, including denial of adequate employees to perform duties, frequent employee changes, frequent and undesirable office changes, refusal to assign meaningful work, unwarranted and unsubstantiated letters of reprimand, unwarranted or unsubstantiated performance evaluations, demotion, transfer, reassignment, reduction in pay, denial of a promotion, suspension, dismissal, or any other disciplinary action; (b) hostile actions by one employee towards another employee that were encouraged by a supervisor or senior District manager or official; (or) significantly impacting the educational setting or work environment for an employee's immediate family member.
3. "Protected activities" means filing a complaint, referring a matter for investigation, participating in any manner in an investigation of a complaint, participating in litigation or a hearing, requesting union representation, performing required job duties, filing a grievance, or advocating for your legal rights or the legal rights of a student or other employee.

III. COMPLAINTS

All complaints must be filed within one (1) year after the act, condition, or circumstance that is the subject matter of the complaint. Complaints may be submitted orally or in writing. If the complaint raises retaliation based on a complaint of discrimination, the District will investigate the complaint under the Non-Discrimination procedures.

Complainants shall be informed that due process requirements may require that the District release all of the information regarding the complaint to the accused, thus the identity of the complainant may not remain confidential. The District will, however, fully implement the nonretaliation provisions contained within District policy to protect both complainants and witnesses.

The complainant and the District may agree to resolve the complaint in lieu of an investigation. The District strongly supports Alternative Dispute Resolution ("ADR") processes. The District will establish a fair and neutral process for ADR resolutions to take place, with the goal being a prompt resolution via an impartial facilitator.

IV. COMPLAINT PROCEDURE

Complaints of retaliation by an employee must be filed with or referred to:

The Assistant Superintendent for Human Resources
(206) 252-0027

The Assistant Superintendent for Human Resources or designee shall receive and respond to complaints alleging retaliation.

The Assistant Superintendent for Human Resources or designee shall ***promptly*** begin the investigative process and determine whether a full investigation is warranted. The complainant will be notified in writing if a full investigation is not warranted. This procedure may be held in abeyance if a collective bargaining agreement ("CBA") process for resolving allegations of retaliation are being utilized. No appeal may be made internally of a determination to not conduct a formal investigation.

When a full investigation is warranted, the Assistant Superintendent for Human Resources or designee will assign the complaint to an investigator to acquire information from appropriate sources and conduct an impartial investigation. When the investigation is completed, the investigator shall prepare a written report and provide the report to the Assistant Superintendent for Human Resources or designee for review and a decision. No later than thirty (30) calendar days after the report has been finalized, an outcome letter will be issued to the complainant.

Corrective measures deemed necessary by the Assistant Superintendent for Human Resources or designee will be instituted promptly. Appropriate corrective measures may include disciplinary action for any District employee found to have engaged in acts of retaliation in violation of the non-retaliation policy.

V. DISCIPLINE/REMEDIAL ACTION

The District will take prompt, equitable, and remedial action within its authority on formal and informal complaints alleging HIB that come to the attention of the District. Engaging in HIB will result in appropriate discipline or other sanctions against offending employees. Others who engage in HIB on District property or at District activities may have access to District property and District activities restricted, as appropriate. Persons found to have been subjected to HIB will have appropriate District

services made reasonably available to them and adverse consequences of the harassment shall be reviewed and remedied as appropriate.

VI. APPEAL

If the District finds that retaliation did not occur, the complainant may appeal that decision to the Deputy Superintendent by filing a written notice of appeal on or before the tenth (10th) calendar day following the date upon which the complainant received the Assistant Superintendent for Human Resources or designee's response. The Deputy Superintendent may hear the appeal or delegate the appeal to his or her designee. The Deputy Superintendent may not delegate appeals involving allegations of retaliation by an Associate or Assistant Superintendent, an Executive Director, Chief, Director, or Building Principal or Assistant Principal. District employees and the complainant shall have the opportunity to submit written materials to the Deputy Superintendent or his or her designee. A final decision will be based on a paper review and shall be issued within thirty (30) calendar days following the filing of the written notice of appeal. Any appeal of the Deputy Superintendent's or designee's decision shall be made to King County Superior Court under the terms and timelines contained in RCW 28A.645.

VII. TRAINING AND PREVENTION/INTERVENTION

The District will provide employees with information on recognizing and preventing retaliation and shall provide a copy of the policy and this procedure to staff in its orientation materials.

VIII. RETALIATION

No employee or volunteer may engage in reprisal or retaliation against a victim, witness, or other person who brings forward information about an act of retaliation. Reprisal or retaliation is prohibited and will result in appropriate discipline.

It is a violation of District policy and procedure to knowingly report false allegations of retaliation. Persons found to knowingly report or corroborate false allegations will be subject to appropriate discipline.

IX. OTHER LAWS

Nothing in this procedure precludes any complainant from exercising their rights under the procedures outlined in Federal or State laws.

X. OTHER DISTRICT POLICIES AND PROCEDURES

Nothing in this procedure is intended to prohibit discipline or remedial action for inappropriate behaviors that do not rise to the level of retaliation as defined herein, but which are or may be prohibited by other District rules.


XI. DISCLAIMER OF LIABILITY

Pursuant to established School Board Policy, nothing in this policy or procedure shall be construed to provide a private right of action in the courts.

Approved: November 2017

Revised:

Cross Reference: School Board Policy No. 5245

	<p style="text-align: center;">ENSURING EDUCATIONAL AND RACIAL EQUITY</p>	<p>Policy No. 0030</p> <p>August 15, 2012</p> <p>Page 1 of 3</p>
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The Seattle School Board is committed to the success of every student in each of our schools and to achieving our mission of ensuring that all students graduate ready for college, career and life. We believe that the responsibility for student success is broadly shared by District Staff, administrators, instructors, communities and families. We are focused on closing the opportunity gap and creating learning communities that provide support and academic enrichment programs for all students. Additionally, we believe that it is the right of every student to have an equitable educational experience within the Seattle Public School District.

The concept of educational equity goes beyond formal equality—where all students are treated the same—to fostering a barrier-free environment where all students, regardless of their race, class or other personal characteristics such as creed, color, religion, ancestry, national origin, age, economic status, gender, sexual orientation including gender expression or identity, pregnancy status, marital status, physical appearance, the presence of any sensory, mental or physical disability, or the use of a trained dog guide or service animal by a person with a disability, have the opportunity to benefit equally.

This means differentiating resource allocation, within budgetary limitations, to meet the needs of students who need more supports and opportunities to succeed academically. A student whose history and heritage are appreciated and celebrated will learn better and be more successful than if that student is forced to overcome a cultural barrier.

With these commitments in mind, Seattle Public Schools will:

- Raise the achievement of all students while narrowing the gaps between the lowest and highest performing students;
- Eliminate the racial predictability and disproportionality in all aspects of education and its administration (e.g., the disproportionate over-application of discipline to students of color, their over-representation in Special Education, and their under-representation in various Advanced Learning programs);

- Ensure all students regardless of race or class graduate from Seattle Public Schools ready to succeed in a racially and culturally diverse local, national, and global community.

In order to achieve educational equity for our students, the district shall:

- A. Equitable Access**—The district shall provide every student with equitable access to a high quality curriculum, support, facilities and other educational resources, even when this means differentiating resource allocation;
- B. Racial Equity Analysis**—The district shall review existing policies, programs, professional development and procedures to ensure the promotion of racial equity, and all applicable new policies, programs and procedures will be developed using a racial equity analysis tool;
- C. Workforce Equity**—The district shall actively work to have the teacher and administrator workforce be balanced and reflect the diversity of the student body. The district shall recruit, employ, support and retain a workforce that includes racial, gender, and linguistic diversity, as well as culturally competent administrative, instructional and support personnel;
- D. Professional Development**—The district shall provide professional development to strengthen employees' knowledge and skills for eliminating opportunity gaps and other disparities in achievement;
- E. Welcoming School Environments**—The district shall ensure that each school creates a welcoming culture and inclusive environment that reflects and supports the diversity of the School District's student population, their families, and communities;
- F. Partnerships**—The district will include other partners who have demonstrated culturally specific expertise – including families, government agencies, institutes of higher learning, early childhood education organizations, community-based organizations, businesses, and the community in general – in meeting our high goals for educational outcomes;
- G. Multiple Pathways to Success**—The district shall provide multiple pathways to success in order to meet the needs of the diverse student body, and shall actively encourage, support and expect high academic achievement for all students;
- H. Recognizing Diversity**—Consistent with state regulations and District policy and within budgetary considerations, the district shall provide materials and assessments that reflect the diversity of students and staff, and which are geared towards the understanding and appreciation of

culture, class, language, ethnicity and other differences that contribute to the uniqueness of each student and staff member.

The Superintendent is authorized to develop procedures to implement this policy, including an action plan with clear accountability and metrics. At least annually the Superintendent shall report to the School Board on the progress towards achieving the goals outlined in this policy. The report shall be based on the annual goals of the district's Equity and Race Advisory Committee which are set in partnership with the Superintendent and the School Board.

Adopted: August 2012

Revised:

Cross Reference: Policy No. 3207

Related Superintendent Procedure:

Previous Policies:

Legal References:

Management Resources: